

For the charity to fulfil its aims and ambitions we need to develop a collaborative organisational culture. The charity will need to embrace new and different ways of working internally and externally. A summary of these behaviours is provided below as we start to develop their alignment with the strategy.

Culture - To support a culture of change we need to be more accountable, take more ownership, and have more ambition and expectation of ourselves.

Our culture will aim to bring out the best in our people through working with the principles of the established charity values and behaviours that in turn will create a positive working culture.

We will recognise that everything starts with each individual, understand the importance of individual responsibility in creating and recognising what they bring or don't bring to the culture. We will work with individuals to recognise what we need to do more of or less of and take ownership.

Collaboration - We will collaborate with the Divisional, Directorate and Specialist teams within the Trust and consider partnership working with other organisations, charities and the NHS to inform and enable us to decide the most appropriate patient needs into the future.

We will aim to start to work closer with the charities of Friends of Worcestershire Royal, Kidderminster Hospital and Alexandra Hospital Redditch to identify specific appeals to collaborate and would consider for co-funding the purchase of equipment that the Trust has acknowledged supports the principles of the Clinical Service Strategy, or provides additional comforts for the benefit of patients and staff.

The charity will participate in national networks for NHS charities with the aim to be a valued, collaborator and thought-leader among peers and the benchmark for NHS Charities.

We will work with suppliers, key stakeholders and other charities to where possible reduce costs through collaborative working, deliver good practice and communicate patient and staff benefit. We will support the aims of the Herefordshire and Worcestershire STP vision 'Local people will live well in a supportive community with joined up care, underpinned by specialist expertise and delivered in the best place by the most appropriate people'.

Our stakeholders are the patients of the Trust we impact, the communities we serve, the suppliers and businesses we work with and our donors and staff. The list of stakeholders is likely to expand/change as the charity grows, it's important we identify these groups to ensure we capitalise engagement and fundraising opportunities.

Fund Management - We will create a new fundraising approval document to support each fund administrator, aimed to significantly reduce the number ineffective and unsuitable funds.

Each fund from inception will directly or indirectly support our aims and objectives and can demonstrate its purpose, outcome and impact is aligned to the Charity strategic priorities.

Any new Funds will also need the approval/sign off of a lead clinician within the department and have clear timescales and work within the guidelines of the fundraising policy that will be developed.

Processes, procedures and policies with the Charity Fundraising Handbook will be reviewed and updated periodically to ensure it remains a useful and practical tool for the charity and its users.

A new Fundraising Tool Kit to support the fund administrators will be created to provide practical ideas, guidance and direction to support their fundraising target.



Measure of Performance - We will identify specific objectives annually and establish key performance measures for the annual business plan.

Annual objectives will be consistent throughout the organisation and aligned to the strategic plan. Progress will be reported by the Charity to the Charitable Funds Committee and the Trust Board on a quarterly basis. We will use an impact framework model that will aid us in setting and measuring our success against each objective of the annual business plan.

Capital Projects - Over the next five years we will work with the Trust to identify projects for funding of infrastructure that would otherwise not be completed without part or wholly requiring charitable support and clearly provide care critical to enhancing patient benefit, which fulfil the objectives of the clinical services strategy and have clear timescales for delivery. Each capital appeal will undergo evaluation by the Charitable Funds Committee before commencing and is supported with agreement of the Trust.

Donor Care - To establish long term support for the charity, there has to be a commitment from the charity to its donors on how it will behave and use donations in accordance with the Fundraising Regulator and Charity Commission guidelines.

We recognise that the charity sector is under greater scrutiny and there is a likelihood of continued increased regulation, following recent media reports into adverse fundraising canvassing practices. We will review our donor care programme annually.

The creation of a Donor Promise will enable us start to build positive long lasting relationships based on responsibility, transparency and honesty.

Fundraising is the lifeblood of the charity, and as such we must provide reassurance all our supporters what they can expect from us. The charity will always adhere to the very best standards of fundraising excellence, in line with the Institute of Fundraising and Charity Commission guidelines.

Governance - Good governance is fundamental to our success. It enables and supports our compliance with the law and relevant regulations. It also promotes a culture where everything works towards fulfilling the charity's vision.

We will work within the Charity Governance Code as a tool to support continuous improvement and will regularly revisit and reflect on the Code's principles. Compliance with the law is an integral part of good governance. The Code does not set out all the legal requirements that apply to charities and charity trustees, but is a good base on a foundation of trustees' basic legal and regulatory responsibilities.

We will ensure effective alignment with the developing role of the Charity Commission and the Fundraising Regulator. Our financial accounting will be within the Statement of Recommended Practice (SORP). This will be a continual agenda item for the quarterly Charitable Funds Committee.

The Charitable Funds Committee will be supported to ensure they are compliant with the guidelines for good governance and their fiduciary responsibilities. We will establish Canvassing Code of Conduct for any external agents and our staff to work within and then review it annually to ensure it is being upheld in its commitment to our donors.

Periodic review of our fundraising activities will continue, to provide reassurance that the charity is acting appropriately in line with increasing restrictions on sharing information and media scrutiny of high-risk fundraising activities.

The existing handbook will be reviewed and updated to mitigate any conflicts of interest with the Trust and to support our own fundraisers to ensure they act lawfully and appropriately.

This strategic plan has a clear vision and provides a framework within which charitable fundraising will be conducted. It demonstrates and gives reassurance to our evolving donor base that we will provide tangible outcomes and measurable impact.

Our staff and volunteers will play a significant role in our journey and will be recognised for their successes, empowered and continually supported to achieve their goals.

Our risk approach to investing in growth will remain be sound and pragmatic, supported by good governance that serves to test and challenge organisational needs.

The next steps will be to agree and identify the core clinical appeals and implement work plans to start engagement with our staff, partners, patients and the public in the process. At the same time we will continually review and develop our infrastructure needs to support our accessibility, fundraising and awareness as outlined in this document.

Through establishing new innovative ideas, careful planning and consistency in our marketing and communications, we will create a culture of continual success.

Jason Levy

December 2019



A. SWOT

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Steady Income • Good Reserves • Efficient Governance • Cost efficient • Established charity • Supportive fundraising • Significant reach to the public through the Trust • Strong relationship with the Trust 	<ul style="list-style-type: none"> • No awareness to the wider public • Limited resource • No public exposure • No clear purpose/impact • Limited collaboration with mainstream charities • No data management processes • No governance policies • Limited fundraising experience • No social media presence • No public access website • No physical platform for the public to see us • No Volunteer network
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Corporate fundraising • Stakeholder Management • Grants fundraising • Legacy fundraising • Community fundraising • Lottery fundraising • Connecting to Trust suppliers • Collaboration, alliances stakeholder partnerships • Greater Donor Engagement • Improve organisational resilience • improve long term sustainability • Support further medical and operational excellence 	<ul style="list-style-type: none"> • Cash flow and balanced approach to expansion • Trust Financial Stability • Fraud – all areas • Team sustainability and succession • Competition from other charities • Threat to reputation • Legislation changes • Inflexibility and adaptability to change • sector knowledge and capability • Board apathy • Failure to protect our brand and reputation

B. SOCIETY LOTTERY ANALYSIS

To build sustainability income from individual Giving through a society lottery from a standing start requires investment to realise the long term return. A typical ELM managed Lottery programme would see a net return within 18 months, if run in an organic model. From year two as donations from recruitment take over the annual cost of donor acquisition, from this point on the cost of donor acquisition (CPA) will be consistent to create sustainable growth, while existing and new donations continue to grow cumulatively.

An attrition rate (cancellations) would be to be taken into consideration and subject to contract with the ELM would be returned to the charity if within an agreed time limit. A maximum of 30% of gross lottery proceeds would be deducted for the provision of prizes, to a maximum of £1,100 per weekly draw.



C. GRANT CONSULTANCY ANALYSIS

The types of Trust Foundations whose objects relate to medical welfare and research, and historically have supported NHS charities will form a basis for applications. However, critical to the success of any application is any tender submitted has to have the appropriate terminology and clearly and consistently can demonstrate how it will meet its purpose. This requires expertise in this field.

Our proposal would be to appoint a consultant and agree the criteria for the role, including researching appropriate funds, minimum number of applications to be submitted within an agreed time frame and expected success rate.

D. CORPORATE PARTNERSHIP ANALYSIS

In total, there were over 7,500 new businesses formed in Worcestershire in 2018, which brings the total number of businesses registered in the county up to almost 40,000. The following sectors have been identified as having particularly strong potential for growth in Worcestershire:

A FTE Corporate Partnership Manager would typically be responsible for managing 30-40 relationships at anyone one time with a funnel of 1-20 businesses coming through every month. These relationships would generally form of 15% major accounts (turnover more than £25m), 75% regular accounts (turnover of less than £25m) and 10% small accounts (Sole Traders).

The partnership comes with an expectation from the funder how the partnership should be conducted. In return likely income from corporate partnerships for the charity over the next 5 years would exceed £200k pa.





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**WORCESTERSHIRE
ACUTE HOSPITALS
CHARITY**
Putting patients first



Jason Levy



Worcestershire Acute Hospitals Charity Strategy 2019-2024

Putting Patients First by supporting the services and staff of
Worcestershire Acute Hospitals NHS Trust



Worcestershire Acute Hospitals Charity Strategy



1. Strategic Aim
2. Strategic Context
3. Strategic Purpose
4. Strategic Pillars
5. Strategic Priorities
6. Supporting the Clinical Services Strategy
7. Implementing the Strategic Plan
8. Fundraising Platforms
9. Future Sustainability
10. In Conclusion



Strategic Aim

The strategic aim for Charity for the next five-years is by increasing sustainable donations, combined with making charitable funding less restrictive, we will provide significantly increased charitable funding to over and above core NHS services of Worcestershire Acute Hospitals NHS Trust

We will provide a framework within which charitable fundraising should be conducted, a methodology to deliver a clear purpose that demonstrates the charity impact, and gives reassurance to existing fund administrators, patients and supporters that we will complement, not hinder, their existing good work



Strategic Context

- The Charity was established in 1996. The corporate trustee is the Worcestershire Acute Hospitals NHS Trust, and is responsible for its governance and administration
- Our charitable status is still not fully recognised by all sectors of the Worcestershire community, some of whom believe that the Trust is solely NHS funded
- Income has remained fairly consistent, mainly funded through Divisional, Directorate and Specialist teams generating numerous small appeal funds to support the work in their respective departments
- These funds are held in trust under the stewardship of the Charitable Funds Committee (CFC), until monies raised are spent in accordance with the donor's wishes
- The existing Fundraising Officer has been mainly focused on the Rory the Robot Appeal that to date has risen to over £450,000



Strategic Context



Worcestershire in 2019 has an estimated population of 592,000, with an expected growth rate of 5.8% by 2033

Worcestershire has a number of well-respected established charities that have been consistently and effectively fundraising for many years. The top five charities for fundraising in Worcestershire have raised over £20 million* from the county in 2017/18

- St Richards Hospice £9.4m
- Acorns £5.5m (£16.5m charity total income)
- Midlands Air Ambulance £3.5m (£15.2m charity total income)
- Primrose Hospice £1.7m
- Worcestershire Communities Trust £852k



These charities have provided their supporters with a clear purpose for their donations, and the right level of stewardship to build sustainable income

*charity commission figures



Strategic Purpose

To provide structure and purpose to our fundraising plans and to reflect our commitment to the partnership with the Trust and Putting Patients First, the Charity has established a clear vision, mission and purpose

This will underpin and provide clarity to our decision making processes and give us purpose, outcome and impact to our future fundraising appeals

Charity Vision
Putting the patient first in everything we do

Charity Mission
Putting Patients First by supporting and improving the services of the Worcestershire Acute Hospitals NHS Trust

Charity Purpose
We exist to support medical and health research, and to encourage excellence in healthcare for staff, patients and their carers, wholly or mainly through the services provided by Worcestershire Acute Hospitals NHS Trust

All funding provided by the charity is over and above core NHS services. None of your donation is used to replace core NHS services

Strategic Approach

- Our approach to fundraising will be strategic and objective led. A focus will be placed on reaching the wider public through online and offline methods, including growing our volunteer network, developing our digital platforms, increasing our media presence, and considering collaboration with other mainstream charities
- The creation of a new charity brand will give us a distinct identity that aims to inspire, build public trust and a sense of independence. Through creating innovative campaigns we will build our reputation as one of Worcestershire's leading and much-loved charitable causes
- We will start to reconnect with the communities through establishing relationships with local organisations, councils, authorities, groups, societies, and clubs and continue to attend events to start to build awareness
- Our public appeals will be endorsed by the Trust and supported by divisional, directorate and specialist teams, advising the charity of medium and long term projects that otherwise would not be funded without full or in part charitable support



Strategic Pillars



We have identified four strategic charity pillars that provide the necessary focus and structure for our future operations and funding models. These pillars will provide a platform for a balanced scorecard measure of how methods used are performing towards achieving our aims

Strategic Pillars			
Sustainable Fundraising	Clinical Support	Effective Marketing & Communication	Creating the right culture
Establish a new approach to fundraising that will be multi-faceted and sustainable to avoid the over reliance on any one income stream or appeal	Work with the Trust Divisional, Directorate and Specialist teams to identify and put plans in place to provide financial support through voluntary donations towards projects supporting within the Trusts' developing Clinical Services Strategy	Communicate effectively to staff that we are there to help not hinder. Inspire public confidence and trust through demonstrating our impact is not replacing any existing NHS core services, building our reputation as one of Worcestershire's leading and much-loved charitable causes	Our culture will aim to be an inspiring environment that staff, patients and the public can feel part of and identify with, that brings out the best in our people and our communities



Strategic Priorities



- The charity strategic priorities will be driven by our commitment to Putting Patients First, listen to and respond to our patients, staff and partners
- The strategic plan is defined by our strategic priorities. Each year an annual business plan will be agreed between the Trust Board and the Charitable Funds Committee to provide coherence and measure towards achieving our strategic objectives
- Our priorities for fundraising and appeals will focus on outcome and impact that can be implemented by the Trust. Therefore we will collaborate with the Trust, other relevant service providers and charities towards supporting the areas within the Trusts' developing Clinical Services Strategy
- Urgent and Emergency Care
- Integrated Care
- Acute and Specialist Planned Care



Supporting the Clinical Services Strategy

- Public appeals will be identified with the Trust and their Divisional, Directorate and Specialist teams advising the charity of medium and long term projects that need our support that otherwise would not be funded without full or in part charitable support
- The charity will continually identify and close some existing funds that are not being used effectively, diverting these funds to other appeals that have greater patient and staff benefit
- The charity will simplify existing and future departmental administered funds to be aligned with the charity purpose, the Trust major change programme and the clinical imperatives of the clinical services strategy



Implementing the Strategic Plan

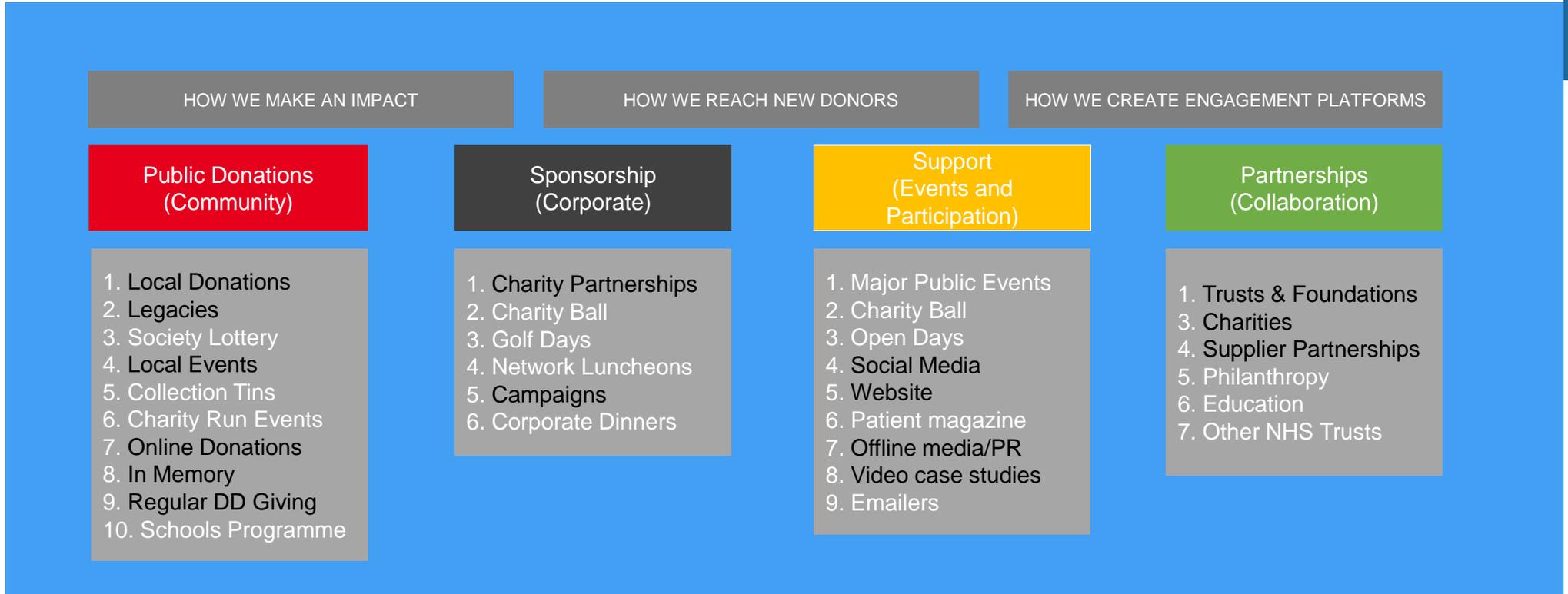
Our fundraising programmes will be multi-faceted to avoid the over reliance on any one income stream or appeal. We will be open-minded about the means to get there and will continually test and adapt our initiatives

Our fundraising and marketing actions will be;

- Create a new charity brand and identity
- Create new fundraising appeals that capture the hearts and minds of the public
- Create new fundraising platforms to enable the public propensity to give
- Create new marketing materials and digital platforms to reach the public (dedicated social media channels & charity website)
- Create new business intelligence tools to aid in sustainable donor relationships



Fundraising Platforms



Future Sustainability

- **Building and maintaining relationships** with new donors will be critical in developing sustainability. The relationship between different types of donors and the charity takes place through multiple touchpoints and emotional triggers supporting the potential to engage with our supporters
- This is donor journey and mapping the donor journey is essential in analysing how our donors have been engaging to map the path they took from first contact, to where they are now, to retaining future support
- The use of **GDPR compliant data collated through our CRM** will be crucial in informing us of the right questions to ask the right donors at the right time, and aid us to establishing a donor funnel enabling us to better forecast financial information



In Conclusion

- We now have a clear vision and framework within which charitable fundraising will be conducted
- New Trust supported Clinical Appeals will be aimed at winning the hearts and minds of our staff, partners, patients and the public
- Fundraising will be innovative, carefully planned, supported by consistent marketing and communications
- We will be visible and accessible to the public, inspiring trust and reassurance of our impact
- Our planning will be sound, pragmatic, monitored and challenge our performance
- We will create a culture of sustainable success and have a clear charitable purpose

The next steps will be to agree and identify the core clinical appeals and implement our plans to engagement with our staff, partners, patients and the public to think of us first



Thank You



Meeting	Trust board
Date of meeting	16 January 2020
Paper number	H2

Report from the Charitable Funds Committee

For approval:		For discussion:		For assurance:	x	To note:	
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Accountable Director	Mark Yates Committee Chairman		
Presented by	Mark Yates Committee Chairman	Author /s	Kimara Sharpe Company Secretary

Alignment to the Trust's strategic objectives

Best services for local people	X	Best experience of care and outcomes for our patients	X	Best use of resources	X	Best people	x
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Report previously reviewed by

Committee/Group	Date	Outcome

Recommendations	The Board, as the Corporate Trustee, is requested to note the report.
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Executive summary	This report summarises the business conducted at the meeting held on 19 November 2019.
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Risk

Key Risks	N/A			
Assurance	N/A			
Assurance level	Significant	Moderate	Limited	None
Financial Risk	N/A			

Meeting	Trust board
Date of meeting	16 January 2020
Paper number	H2

Introduction/Background

The Charitable Funds Committee meets twice a year to ensure that the funds donated are being managed and spent in an optimal way. Members of the Charitable Funds Committee are there to ensure that the Trust fulfils its duties as a charity Trustee when it manages the charitable funds.

We will be meeting more frequently in 2020 in order to progress the Charitable Funds Strategy.

Issues and options

The Committee met in November and a summary of the business conducted is shown below:

- **Ethical investment:** We have agreed to utilise the ethical investment fund which has a similar return to the fund currently being used.
- **Charitable Funds Strategy:** We received a presentation from the new Head of Fundraising on the proposed Charitable Funds Strategy. This is on the agenda for today's meeting and the Committee has approved the Strategy on behalf of the Board of Trustees. The Board of Trustees is being requested to ratify the strategy. We were delighted to approve such a comprehensive strategy.
- **Charitable Funds Business Plan:** We approved the following expenditure against the general purposes fund:
 - Specialist resource for grant applications (£4900)
 - Reactivate Harlequin (management software) (£5k)
 - Marketing expenditure (£4750)
 - Fundraising regulator (circa £1000).

We deferred approval for expenditure for a specialist resource to support fundraising until items had been agreed for support.
- **Fundraising Officer:** We approved continued funding of this post.

We received the following items:

- CCLA investment report
- Charitable Funds risk register
- Balance sheet
- Statement of financial activities
- Fund balances
- Potential legacies

I have written to fund managers to urge the development of spending plans. This has resulted in the majority of funds now having a spending plan.

Recommendations

The Board, as the Corporate Trustee, is requested to:

- Note the report

Appendices